



LAST FEW DAYS OF OPEN ENROLLMENT

The 2004 open enrollment ends on November 7. Detailed plan descriptions, rates, and other important information to help employees make their benefit choices are available at www.colorado.gov/dpa/dhr (under 2004 Open Enrollment on the right side of the page).

Employees with no changes for 2004 will be automatically re-enrolled in their current plans and do not have to use the on-line enrollment system, unless an employee:

- wants to re-enroll in a medical or dependent care flexible spending account;
- was in the Rocky Mountain HMO and wants to continue medical coverage this year; or
- wants to change pre-tax or post-tax deductions (pre-tax deductions lower highest annual salary for PERA purposes).

These exceptions are considered changes, and employees must use the on-line system to make them.

Remind employees that employee benefits will provide call center assistance throughout open enrollment from 8am – 8pm, Monday through Friday, at 303-866-3434 or toll free outside the Metro area at 1 800-719-3434.

TRANSITIONING FROM ANTHEM LIFE TO STANDARD INSURANCE COMPANY

BY VINITA BIDDLE, CEBS
EMPLOYEE BENEFITS

Judging from the number and nature of inquiries Employee Benefits has received, state employees are concerned about the transition from Anthem Life to Standard Insurance Company. For the majority of enrolled employees, the transition should be seamless, but administrators are fielding questions from employees contemplating changes.

On January 1, 2004, Standard Insurance Company will assume the risk for active employees and their eligible dependents that are covered by Anthem Life under the State's Group Term Life and Accidental Death and Disability plan at the end of this year. Anthem Life will retain the risk for persons receiving disability waiver of life insurance premium benefits if their disability began while they were insured under the Anthem Life contract.

Employees who become totally disabled prior to the end of this year, but whose six-month waiting period extends into 2004, must apply for waiver of premium under the Anthem Life plan.

Employees who retire or terminate employment before the end of 2003, including those whose last day is December 31, 2003, who wish to exercise conversion rights must apply to Anthem Life within 31 days of their termination of coverage.

The "50% rule" implemented in 2003 will remain in place under the new contract with Standard Life. Dependents will be issued no more than half (50%) of the Employee's coverage. Optional Life coverage effective before January 1, 2003 is exempt from the 50% rule as long as neither spouse nor employee changes their coverage. Any change in the amount of coverage will trigger the 50% rule. For example, assume an employee and spouse each has \$100,000 of Optional Life coverage that was issued in 2002. If the employee decides to apply for an additional \$60,000, the spouse's coverage must be reduced to \$80,000 (50% of \$160,000) when/if the employee's coverage is approved. If the employee's application for the additional coverage is denied, both may keep the \$100,000 already in place.

For more information contact Vinita Biddle at vinita.biddle@state.co.us or 303-866-3434.

BULLETIN NEWS BRIEFS

- DPA is in the process of moving its website addresses from www.state.co.us/dpa to www.colorado.gov/dpa in order to be more consistent with the State of Colorado website. DHR has been using redirects on their most popular pages but will discontinue that shortly, so please re-bookmark your favorite pages. DHR's new homepage is www.colorado.gov/dpa/dhr.

- The final performance ratings data has been compiled for the 2002 – 2003 performance cycle year. The data for last year (2001 – 2002 performance cycle) and for this performance cycle year has been charted to allow a visual comparison of the distribution of ratings by rating level for each individual department and higher education institution, and summary data for higher education only, for general government departments only, and for the statewide workforce.
- C-SEAP is offering the following Anger Education classes:

Grand Junction

November 17th, 18th, 24th and 25th
9:30 – 11:00 am

For information about the location of or to register for the Grand Junction classes, call 970-255-5784.

Denver

January 8th, 15th, 22nd, 29th
9:00 – 10:30

For information about the location of or to register for the Denver classes, call 303-866-4314.

To learn more about these and other human resources, risk management, benefits, and C-SEAP policies and issues, go to www.colorado.gov/dpa/dhr and be sure to check under "Recent News."

PAPER FORMS STILL REQUIRED FOR GROUP TERM LIFE/AD&D AND LONG-TERM DISABILITY

BY VINITA BIDDLE, CEBS
EMPLOYEE BENEFITS

Because applications for Optional Life and Long-term Disability must be medically underwritten, even those employees who indicate their intent to enroll online during open enrollment must submit hard copy enrollment forms for processing.

In addition to an Enrollment/Change Form, employees increasing or applying for Optional Life and/or Long-Term Disability must submit a hard copy Medical History Statement for each adult applicant. Individuals who are reducing or canceling their coverage do not need to submit Medical History Statements. If an employee already has Optional Life and is making application for Child Life only, a Medical History Statement is not required.

If employees who enroll or change their Optional Life or Long Term Disability coverage online do not subsequently submit a hard copy Enrollment/Change form and Medical History Form their enrollment/change will not be processed. Since changes will not be processed from the online system, employees who do not wish to enroll or make changes do NOT have to submit Medical History Statements, even if they receive an online message directing them to do so. Individuals whose applications for additional Optional Life coverage are not approved, will NOT lose coverage already in place.

The new combination (basic/optional) Group Term Life and AD&D Certificate of Coverage is available on-line (www.colorado.gov/dpa/dhr/benefits). Hard copies will not be mailed. Within the certificate, Basic Life/AD&D is also referred to as "Non-Contributory" coverage while Optional Life/AD&D is called "Contributory." The distinction refers to the funding. Employees do not "contribute" to the cost of their Basic Life/AD&D coverage.

For more information contact Vinita Biddle at vinita.biddle@state.co.us or 303-866-3434.

IN SEARCH OF BALANCE: THE TOUGH QUESTIONS

By LINDA POUNDS

LICENSED MARRIAGE AND FAMILY THERAPIST, C-SEAP

Today's workforce has increased demands placed upon it. Workers are encouraged to stay connected to their work through voicemail, email, pagers, and cell phones, both during work hours and at home. They are expected to maintain and increase productivity, often while experiencing the loss of valued co-workers due to budget cuts and downsizing. In addition, home concerns create further stress on the job.

Workers acknowledge that coming to work does not mean family matters remain home. The obligations for child care, elder care, house care, and pet care continue. The tension experienced from a troubled relationship is not confined to after-work hours. Ask any working parent, ask anyone involved in a turbulent marriage, ask anyone with elderly parents who have increased needs; they will tell you that it is increasingly difficult to balance the demands of family with the demands of work.

While flex-time and part-time options may be viable choices for some employees, financial and career concerns keep others from utilizing these choices. Telecommuting, improved time management, and outsourcing of parenting and home obligations are other suggestions for workers to increase the balance in their lives.

So why do employees continue to report feelings of being overwhelmed by the demands of work and family? One reason may be found in The National Study Of The Changing Workforce, conducted by the Families and Work Institute. The study found that work hours are not decreasing; instead, work hours are increasing. "Paid and unpaid hours at work have risen from 43.6 weekly to 47.1 hours"

Arlie Hochschild, professor of sociology at the University of California at Berkley has conducted research on this time dilemma facing American workers. She calls it "the time bind" and prompts us all to confront a difficult reality, "today's workers are both prisoners and architects of the time bind in which they find themselves." Hochschild reminds us that any solutions for creating balance between work and home will not be simple. Broad social change in perceptions of work and home obligations will need to occur. Can there be hope for balance between the work and personal lives of employees if work continues to be measured, not by its excellence, but by the hours spent at the workplace? Should we evaluate the success of work-family measures by how many working parents report adequate time for their families and for volunteering in their children's classrooms? Are communities placing equal value on

work and home contributions?

What are the implications of this time bind for supervisors and managers? The attempt to find or maintain balance in life is an ongoing process for all employees and your recognition of this process is a critical first step toward cultural and workplace change. Furthermore, understanding that the feeling of imbalance between work and home (which many employees have) may manifest as problematic behaviors is equally important. Difficulties in concentration, interpersonal conflicts with co-workers or management, spending increased time at work (not necessarily being more productive), lack of motivation, anxiety or crying may be signs of a troubled home life coming to work.

The Colorado State Employee Assistance Program (C-SEAP) offers consulting and coaching services for supervisors and managers dealing with problematic employee behaviors or their own attempts to find life-balance.

Contact C-SEAP at 1 800-821-8154 for more information.

C-SEAP IS OFFERING THE FOLLOWING ANGER EDUCATION CLASSES:

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ANNUAL FALL CONFERENCE A BIG SUCCESS

RISK MANAGEMENT & HR AWARD WINNERS ANNOUNCED

BY MARK GELBAND
DHR EMPLOYEE RELATIONS & COMMUNICATIONS

The 2003 Fall Conference combined the best of the former Annual Risk Management and Human Resources Conferences, into a one-day, professional development opportunity for all state managers, supervisors, and HR professionals. Close to 300 employees attended the October 17 conference at the Arvada Center for the Arts and Humanities.

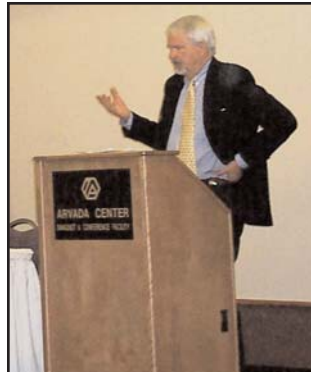
After a brief update on Civil Service Reform and Total Compensation by Troy Eid, former Governor Dick Lamm kicked off the conference with an outstanding keynote address on the nation's healthcare system. His presentation was filled with humorous anecdotes and raised poignant questions about the impact of aging, increased life spans, technology, and limited resources on the future of healthcare. Almost all in attendance seemed extremely appreciative of Lamm's participation and his presentation.

In combining the two conferences, conference planners tried to find the right balance of risk, personnel and general management subjects for the breakout sessions. An analysis of evaluation forms shows that planners seemed to get the mix right. Attendees found great value in the workshops, with a good mixture of the workshops getting very high marks for both content and presentation.

The DPA Division of Human Resources (DHR) wants to again thank all those who were in attendance and all presenters. A special thanks goes out to those of you who handed in your evaluations. Conference planners will use your feedback to continue to improve the quality of the Annual Fall Conference. DHR looks forward to seeing you again next year.

RISK MANAGEMENT & HR AWARD WINNERS ANNOUNCED

On the coattails of the success of the Annual Risk Management Awards, DHR expanded the awards this year to include three human resources awards.



Former Governor Dick Lamm gives the keynote address.

Risk Management Innovation Award

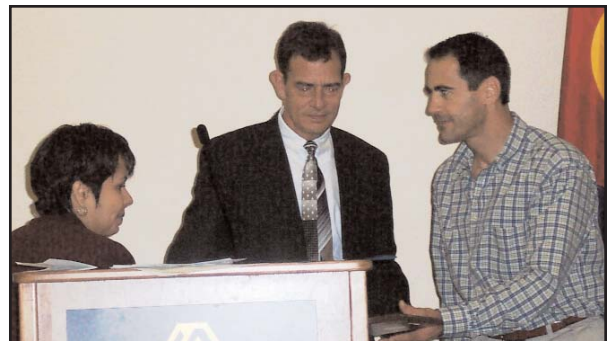
The Colorado Department of Transportation (CDOT) won this year for its T-REX Partner Controlled Insurance Program and Shared Savings Incentive Plan. CDOT, in a creative partnership with RTD, developed a loss sensitive program designed to share savings that result from the aggressive safety and claim management procedures during the Southeast Corridor highway/light rail construction project.

Risk Management Spotlight Award

This year's Spotlight Award was won by Chris Paradesa, Operations Manager & Fire Marshall, Trinidad State Nursing Home, Department of Human Services. Chris developed a model life safety program for the Trinidad State Nursing Home that emphasized employee training, action drills, and compliance with the National Fire Protection Association Life Safety Code.

Risk Management Achievement Award

The Colorado Department of Human Services won this year's award for its Mount View Youth Services Center disaster drill. The Mount View Youth Services Center planned and implemented a disaster drill to assess the



Risk Management Spotlight Award winner Chris Paradesa receives his award from Acting State Risk Manager Cristina Valencia, as DHR Director Jeff Schutt looks on.

emergency policies and procedures through observations of staff and teachers in a time of crisis, and to assess the supervisory chain of command and interaction.

Risk Management LifeSaver Award

This year's award goes to an everyday hero, John Cannedy, a plumber for the Colorado Department of Human Services. While not on duty, Joe saw a vehicle that was submerging into an irrigation canal. He immediately acted to save a mother and her two children, ages 6 and 18 months old, who were trapped in the vehicle.

Please see "Awards" continued on page 5

DHR FILLS NEW ASSOCIATE DIRECTOR POSITION

With the recent retirement of Risk and Benefits Manager Jan Cotter, the upcoming retirement of HR Programs Manager Ken Allikian, and the significant reduction in DHR staff over the past two years, DHR Director Jeff Schutt, as part of a larger reorganization plan at DHR, has hired David Kaye for the newly created Associate Director position effective November 1, 2003.

As Schutt said at a recent HR Network meeting, "David brings a wealth of experience to this job, and we are quite fortunate to have him." A glimpse at David's professional biography more than supports Jeff's enthusiasm.

David Kaye holds a Bachelor of Arts from Western State College of Colorado, with majors in Business Administration and Political Science (1981). As part of his undergraduate education, David served as a legislative intern during the 1981 session of the Colorado General Assembly. David earned his Juris Doctorate from the University of Colorado School of Law in 1984.

Most recently David served as Deputy State Auditor overseeing performance audits of state government programs. Prior to that David practiced law for 18 years and spent 14 years as a First Assistant Attorney General in the Colorado Department of Law, serving as lead counsel to a variety of state officials and programs, including the State Controller, the State Purchasing Director and the State Personnel Director.

In this new position, David will begin looking at ways in which we can return to self-funding benefits and making sure we are prepared for the upcoming health benefits request for proposal. David will also help finalize DHR's reorganization and continue to be responsible for the internal structure and performance at DHR.

"This position is critical for the success of DHR and our strategic initiatives," says Schutt. "There is no way we can replace the loss of someone like Jan or Ken, but having someone of David's caliber to immediately address our pressing needs in benefits and then to focus his attentions on making the most of our internal structure will help soften these losses and help us meet our strategic goals."

David is extremely excited to meet the challenges of his new position. "I am honored to be joining a talented and dedicated team of human resource professionals who play a vital role in state government. This is a tremendous opportunity to positively impact the well being of state employees and the success of state programs."

To contact David with questions and suggestions, email him at david.kaye@state.co.us.

"Awards" continued from page 4

Innovative Human Resources Program Award



DHR Director Jeff Schutt presents the Innovative HR Program Award to Shashi Thake.

Shashi Thake, Program Coordinator for the University Perspective Program at the University of Colorado at Boulder won the award for her work on this special program that was created to

give employees of the University an opportunity for professional growth and development. Participants gain valuable knowledge about the dynamics of the University of Colorado System. It serves as a retention tool because it strengthens the staff's connection to the university, helping employees realize how their work not only contributes to the work units but to the CU system and the state.

Human Resources Hero Award

Award winner Ken Nufer serves as the HR contact for all the community colleges in the southeastern region of

Colorado. His nominator, Lori Veltri of Trinidad State Junior College, credits Ken as a wonderful mentor who has inspired her to obtain her degree in the field of Human Resources. She gives several examples of occasions when Ken has provided Trinidad State Junior College with customer support above and beyond what is expected of him. It is evident, she says, "Ken's heart is in his job."

Human Resources Distinguished Service Award

Award winner Roz Bedell won for her continued commitment to excellence. Nominator, Cindy Corwin, says, "What separates Roz from others is her forward thinking and strong vision of what makes an organization successful. In implementing these programs she has identified the needs of the organization, defined expected outcomes, and delivered credible, effective products. Roz would credit these successful projects to her remarkable staff, but she was the catalyst and the inspiration."

DHR would like to thank all of you who took the time to recognize the valuable work of your colleagues with a nomination. All of this year's nominees and award winners typify the high level of commitment of the state workforce.

UNDERSTANDING THE TOTAL COMPENSATION ACT AS PART OF A LONGER-TERM STRATEGY

BY JEFF SCHUTT
DHR DIRECTOR

The Total Compensation Reform Act (HB03-1316) helps the State meet its statutory obligation "to provide prevailing total compensation to officers and employees in the state personnel system" (CRS 24-50-104) in recruiting and retaining a qualified workforce. It ensures that any new investment the State makes in employee total compensation will be used most efficiently and effectively, and that, on balance, such investment will meet the greatest needs of the total workforce.

The Act demands greater responsibility of the State Personnel Director (Director) in crafting a total compensation recommendation that thoroughly analyzes the annual compensation survey report, meets the statutory obligation, and appropriately considers budget realities. This year's recommendation, submitted to the General Assembly as part of the Governor Owens' budget proposal, exemplifies this responsibility and depicts the efficiency and effectiveness that HB-1316 envisioned. Here's how:

The 2004 Annual Compensation Survey Report showed a total of \$92,580,566 new dollars needed to achieve prevailing compensation for FY 2004-2005. The Director carefully considered the survey report, the current gap in contributions to group benefit plans, the intent of a performance salary system, the need to maintain competitive, market-based salary ranges, and, most importantly, the current budgetary climate.

From these considerations, DPA proposed a total compensation budget package of \$47.5 million in additional compensation for employees. This recommendation ensures that BOTH health insurance benefits and salaries keep pace with those paid by comparable public and private sector Colorado employers.

In the short term, this recommendation significantly closes the gap in the State's contribution to group insurance plans. Given the current budget constraints and the considerable size of that gap, it will take at least two years to provide competitive benefits, but the recommendation does move us much closer.

With regards to salary, our strategy of moving pay ranges according to the market and funding back to pay-range minimum those employees who fall below the range certainly maintains the integrity of a pay structure that is comparable. Making upward movement within the ranges tied to performance further ensures

government accountability. Limiting such awards to the highest achievers makes those awards meaningful in a tight budget.

More importantly, however, the Act and this year's recommendation help facilitate the foundation for a longer-term, flexible total compensation strategy, one that will enable a better balance between the needs of the workforce and the needs of individual employees. We envision a five to ten-year plan based upon the following strategy:

- Close the gap in benefits - this year's proposal gets us much closer in '05 and the gap should be completely closed by '06;
- Maintain competitive salary ranges;
- Continue to adjust those ranges based on salary survey data and fund the movement back to range-minimum of those employees who fall below range minimums.
- Make performance awards meaningful.
- Once the gap in benefits is closed, use the funding to maintain competitive benefits and put the bulk of new employee compensation dollars into meaningful performance awards.
- Such awards become the way for employees to move upwards within salary ranges.
- Further down the road, provide the legal framework and mechanisms for employees to have a true cafeteria total compensation package, in which they decide how to best allocate for their individual needs.

This longer-term strategy continues a decades long movement to provide greater flexibility in the compensation system and to better enable the General Assembly's expectation of the most cost-efficient and effective employee compensation system. As we continue to implement this strategy, the state will be better positioned to attract and retain top talent.

For more information about DHR's strategic vision for total compensation, contact us at 303-866-2393.

THE DEPARTMENT OF PERSONNEL & ADMINISTRATION AND THE JUDICIAL BRANCH

invite you to attend our continuing brown
bag luncheon series for state mediators

When: 11:30 AM - 1:30 PM
Monday, December 8

Where: 1313 Sherman St, Rm 318

THIS MEETING'S TOPIC: THE SEVEN HABITS OF HIGHLY EFFECTIVE MEDIATORS

Presented by:
Tammy Quinn

Participants will learn how to incorporate Stephen Covey's "The Seven Habits of Highly Effective People" into their role as mediators.

For more information about the luncheon series, the location of future luncheons, the state mediation program or additional training for state mediators, contact Pat Romero at 303-866-5383 or pat.romero@state.co.us. Please RSVP to Pat and remember to bring your lunch.

Brown Me
Alone
Man right
NO

Peace is not the absence of
conflict; It's that state
when we can deal with
conflict effectively,
efficiently and
respectfully.

-Randolf Lowry

Wrong Yes
Woman
Group white
YOU